# ALBERTA TOURISM 1989-1990 ANNUAL REPORT

91-03752/

Alberta
TOURISM

Office of the Minister

424 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-3162

The Honourable Dr. David J. Carter
Speaker of the Legislative Assembly of Alberta
325 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Dr. Carter:

I have the honour to submit the annual report of the department of Tourism for the year ending March 31, 1990.

Respectfully submitted,

D. H. Sparrow

Don Sparrow
MINISTER OF TOURISM

Alberta
TOURISM

Office of the Deputy Minister

6th Floor, CityCentre, 10155 - 102 Street, Edmonton, Alberta, Canada T5J 4L6

(403) 427-4368

The Honourable Don Sparrow
Minister of Tourism
424 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Sir:

I take pleasure in submitting the department's annual report for the fiscal year ended March 31, 1990.

Respectfully submitted,

Bernard F. Campbell
DEPUTY MINISTER
DEPARTMENT OF TOURISM

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## MESSAGE FROM THE MINISTER

Over the past few years, the tourism industry has taken on a new direction. It is now the third largest employment and revenue generating industry in Alberta. As a key component of the diversification strategy of Alberta, tourism is expected to make large contributions to regional growth.

We face the challenges of competing in a highly sophisticated global marketplace. Alberta Tourism is now directing its efforts toward offering Albertans the competitive edge. A unique situation has been created in which government and the private sector are working together toward co-ordinated tourism growth. There is a strong commitment from members of the private sector to work toward making Alberta a leader in tourism development.

Fiscal 1989 was a year of many challenges and many successes for Alberta Tourism. Several steps were taken toward completing the department re-organization. This transformation process was necessary in order to meet the demands of a changing marketplace.

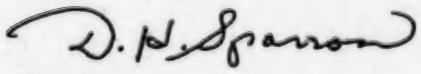
Preparations continued for the 1990 Pacific Asia Travel Association (PATA) Travel Mart. Over 1,200 delegates representing the world's leading tour operators, travel agents and meeting and incentive operators registered for the Edmonton event scheduled in April 1990.

The department continued marketing initiatives in key international markets such as North America, Europe and the Pacific Rim countries. To our delight, the "Alberta, in all her majesty," campaign won the 1989 Pacific Asia Travel Association (PATA) Gold Award for excellence in the travel advertisement and marketing categories.

We continued to support the Alberta Tourism Education Council (ATEC) with the development of tourism occupational standards and certification. The mandate of the council is also to bring together government, the tourism industry and the post-secondary education community to develop an improved approach to tourism training and career development and meet the training needs of Alberta's tourism/hospitality industry.

This Annual Report describes the major operations of Alberta Tourism during 1989-1990, and details further accomplishments and results of our work.

I would like to take this opportunity to thank the department for their support in a most exciting year. The following pages present an idea of the commitment given by the staff of Alberta Tourism. I commend their efforts in a time of many changes and challenges.



Don Sparrow
MINISTER OF TOURISM

## DEPARTMENT EXECUTIVES

**Minister**
Honourable Don Sparrow

**Deputy Minister**
Bernard F. Campbell

**Corporate Development Division**
Executive Director – Peter Crerar
Director, Strategic Planning – Neil Taylor
Director, Human Resources – Neil Murray
Director, Corporate Communications – Kathie Konarzewski
Director, Finance and Administration – Robert Turner

**Planning Division**
Executive Director – William Warren
Director, Community Services – Don Syrnyk
Director, Generator Planning – Rick Siddle
Director, Destination Planning – Louise McGillivray

**Industry and Business Development Division**
Executive Director – Jim Engel
Director, Business Development – Bruce Wilson
Director, Canada/Alberta Tourism Agreement – Marty Slater
Director, Industry Services – Darlene Squires

**Community Tourism Action Program**
Manager – Mary-Jo Romaniuk

**Marketing Division**
Executive Director – John Zylstra
Director, Marketing Planning – Barry Salter
Director, Advertising – Randy Cronin
Acting Director, Public Relations – Paul Leeder
Director, Sales and Promotion – Don Smithson
Director, Meetings/International Liaison – Doug Lane
Director, Vacation Planning – Gerrit Halbersma
Director, Opportunity Marketing – Ken Sears

**Alberta Tourism Education Council**
Chairman – Brian Evans, MLA Banff-Cochrane
Executive Director – Susan Dowler

**Commissioner General for Trade and Tourism** – Horst Schmid

# CORPORATE DEVELOPMENT DIVISION

The role of the Corporate Development Division is to lead in positioning, communicating and managing a corporate framework from which Alberta's tourism industry can strategically plan for economic growth.

The division is divided into four branches:

- **Strategic Planning Branch**
- **Human Resources Branch**
- **Corporate Communications Branch**
- **Finance and Administration Branch**

## STRATEGIC PLANNING BRANCH

The Strategic Planning Branch is responsible for leading and co-ordinating the development of corporate strategy, policy and research. Activities undertaken in the branch are targeted at establishing, at all levels of government, a policy and programming environment conducive to the long-term economic growth of the tourism industry in Alberta.

During the 1989-90 fiscal year, the Strategic Planning Branch developed and initiated a strategic planning process. The process was designed to facilitate the establishment of long- and short-term goals, objectives and work plans at the departmental, divisional and branch levels. These objectives and work plans identified ways and means by which Alberta Tourism will carry out business plans and co-ordinate activities with the tourism industry.

The Strategic Planning Branch was restructured in 1989-90 and consists of two units:

- Policy and Strategy
- Research and Analysis

### Policy and Strategy Unit

The Policy and Strategy Unit assisted in implementing Alberta Tourism's corporate strategy and strategic planning process. Specific focus was given to developing policy, legislation and corporate positions which provide Alberta's tourism industry with a clear focus for sound economic growth. The unit supported the tourism industry through government and private-sector policy initiatives, including the elimination of negative or counter-productive regulations and policies.

During the fiscal year, the unit was involved in the development and review of policy in the following areas: air and passenger rail service, taxation, foreign investment, land use, ski development and human resources.

The unit also provided support to the Minister and the Deputy Minister through the preparation of briefings and policy recommendations for discussion at interprovincial and federal/provincial tourism conferences.

### Research and Analysis Unit

The Research and Analysis Unit monitors information on the potential impact of political, economic and social trends on the tourism industry. This unit also conducts research for industry and analyzes travel patterns, expenditures, potential and existing markets, as well as prospective and competitive tourism products. The group also evaluates department programs to improve their utilization and future delivery.

During 1989-90, the unit undertook several research projects, the largest of which was the initiation of the 1990 Non-Resident Travel Exit Survey. The survey will monitor out-of-province visitors as they leave Alberta and also collect information on the following:

- The volume and value of tourism and travel to Alberta and its 14 tourism zones,
- trip and traveller characteristics, and
- trends in travel demand and consumption.

In addition to the exit survey, the unit conducted research on the market potential of California, the effectiveness of department advertising campaigns, the establishment of benchmarks for various department programs and the evaluation of departmental programming.

The unit developed the first departmental situation analysis which identified the major global, national and provincial trends and their impacts and implications for Alberta's tourism industry. This information, along with the computer-generated Economic Impact and Forecasting Model, was used to forecast future visitor patterns and expenditures in Alberta.

Monthly information on tourism research was distributed to industry partners through the publication of "Alberta Tourism Pulse and Hotline."

## HUMAN RESOURCES BRANCH

The Human Resources Branch is responsible for the co-ordination and corporate management of the department's personnel resources. This branch is also instrumental in influencing future directions of human resource management. The activities of the branch are designed to enhance the use of human resources in order to assist managers in achieving corporate goals.

The branch provides the department with information and advice in the areas of policy development, staffing, job classification, compensation and benefits, administration, performance management and appraisal, employee relations, occupational health and safety, staff training and development, and career development.

During the fiscal year, major job classification and staffing activities were completed. In addition, new human resource management principles were developed and adopted for use, as were several system improvements.

As of March 31, 1990, a total of 188 permanent full-time positions existed within the department.

## CORPORATE COMMUNICATIONS BRANCH

The role of the branch is to develop and implement a communications strategy which challenges Alberta Tourism's various publics to become partners in developing a competitive tourism industry that significantly contributes to the province's economic growth. More specifically, the branch identifies external and internal communication needs, devises communication plans and performs duties necessary to meet objectives.

Activities are carried out by the following units:

- Corporate Positioning
- Public Awareness

### Corporate Positioning Unit

The activities of the Corporate Positioning Unit include preparation of news releases, speeches, briefing materials, articles, correspondence, reports and ongoing liaison with the Alberta media. New publications have been introduced, including the "New Direction" manual and the "Tourism is Teamwork" external monthly newsletter. Writing and production of the internal newsletter, "Transformation Update," is ongoing. The "Alberta Tourism Annual Report" is also produced through this unit.

### Public Awareness Unit

Supervision of all print, graphic design and audio visual requirements of the department is the responsibility of the Public Awareness Unit. Staff provided ongoing assistance, consultation and communication services to the Industry Services Branch; Community Services Branch; and the Tourism Industry Association of Alberta (TIAALTA), through the Community Tourism Action Plan program.

Communication support was provided to the Alberta Tourism Education Council (ATEC), including assistance with the council newsletter, the publication of occupational standards for food and beverage servers and preparation of the first ATEC annual report.

The entire staff undertook the planning and implementation of special events to draw attention to department programs, and played a major role in the opening of Alberta Tourism's Travel Information and Interpretive Centres at Field and Milk River.

## FINANCE AND ADMINISTRATION BRANCH

The Finance and Administration Branch coordinates and enhances the corporate management of the department's financial information systems and administrative resources through the provision of planning and support services.

Activities are carried out through the following units:

- Financial Services
- Systems and Computing
- Administrative Services
- Distribution Centre
- Library

### Financial Services Unit

Financial Services is responsible for the fiscal management of the department's resources. The unit develops, implements and maintains departmental accounting and financial reporting systems to ensure operational procedures are in accordance with the Financial Administration Act and other government policies and procedures. A highlight of the 1989-90 fiscal year was the development of Financial Management Principles. The unit applies these principles while providing administrative and support services to the department in the areas of financial planning, financial operations and audit.

*Financial Planning*

This area prepares annual estimates of expenditures for all programs and services within the department. The area monitors expenditures in relation to authorized budgetary levels, provides financial guidance and is responsible for fixed asset management.

During 1989-90, the area enhanced and maintained two financial information systems designed to assist departmental managers with financial decision making during the budget preparation cycle and in forecasting expenditures in relation to budget authority.

*Financial Operations*

The Financial Operations area provides centralized financial services to the department. This includes the development and implementation of internal and external accounting and financial policies and procedures required to ensure compliance with the established government and departmental financial and administrative management systems. Area staff, acting as advisors, provide financial consultation and support in the areas of expenditure and revenue accounting, financial systems development and contract and grant agreement development. The area is also responsible for the preparation and maintenance of financial records, reports and statements, as well as the processing of invoices and expense accounts.

Highlights of the 1989-90 fiscal year included the development of revolving-fund operating guidelines and the re-organization and expansion of the Contract Grants Unit to meet the growing need for legal services in the department.

*Audit*

This area conducts independent financial reviews of departmental grant programs. During 1989-90, audit of the Canada/Alberta Tourism Agreement was implemented.

### Systems and Computing

The Systems & Computing Branch supports all department programs in the planning, development, operation and maintenance of computer programs and systems within the framework of the Departmental EDP (Electronic Data Processing) Strategic Plan.

During 1989-90, the integration of office automation and word processing functions onto the desktop of administrative staff was completed. Also, additional central processing units were installed on the network in order to distribute the load and improve response time.

### Administrative Services

During the fiscal year, major areas of responsibility for Administrative Services included the department mail room, distribution centre, purchasing area and all aspects of accommodation.

### Distribution Centre

The distribution centre handled 120,356 individual and 5,304 bulk requests for Alberta Tourism publications during 1989-90.

### Library

The library provides information resources to support departmental research, program and policy making needs. Major services include the acquisition of books and periodical materials, the organization of information to ensure accessibility and the provision of a reference service.

In 1989-90, the library introduced a Current Alert Service and improved access to the computerized catalogue. The collection was also reviewed and inventoried, while out-of-date materials were removed.

# PLANNING DIVISION

The Planning Division is responsible for identifying and assessing international, national, regional and community-based tourism opportunities which will strengthen and diversify the Alberta economy.

The division works closely with private-sector entrepreneurs, municipal governments and not-for-profit groups to initiate and achieve various tourism endeavors. In addition, the division deals with other departments and agencies to ensure their programs and regulations are conducive to tourism development.

Three branches are in the Planning Division:

- **Community Services Branch**
- **Generator Planning Branch**
- **Destination Planning Branch**

## COMMUNITY SERVICES BRANCH

The Community Services Branch assists communities throughout Alberta with the development of their local tourism industries. The role of this branch is to help position the communities to best penetrate present and potential tourism markets.

The branch is responsible for administering the Community Tourism Action Plan Program, which was officially launched in 1987. Through the use of Community Tourism Action Plan manuals, communities identify tourism assets and concerns, and develop goals and objectives to improve their local tourism industry.

The overall goal of the branch is to build a solid tourism foundation in Alberta at the regional level. Assistance given to communities enhances local and regional tourism industries and increases the overall provincial tourism base.

During the 1989-90 fiscal year, the Community Services Branch provided counselling to 105 Alberta communities interested in initiating the Community Tourism Action Plan process. In total, 117 communities completed and registered action plans with Alberta Tourism, entitling them to apply for Community Tourism Action Program funding for capital development projects identified in their plans.

The branch also provided consulting services to communities to assist in the implementation of tourism action plans. Assistance included developing terms of reference for feasibility and planning/design studies, reviewing plans and reports, meeting with community groups, serving on steering committees and providing information on resources available from Alberta Tourism and other agencies.

The Community Services Branch is also responsible for producing and distributing literature focused on tourism opportunities in the province. During the year, the branch produced and distributed "Tourism Development Network Bulletins" which examined a variety of topics ranging from rural retail opportunities to cultural tourism. In addition, the branch produced and distributed the "Communities on TAP Newsletter."

## GENERATOR PLANNING BRANCH

The Generator Planning Branch, first created in 1989, assists with the development of tourism generators. Significant national and international market appeal and world-class quality are basic requirements for the generators. They must also be environmentally compatible and demonstrate local and regional support.

Main functions of the Generator Planning Branch are the identification of major tourism generators and facilitating the planning for development of select major tourism generators.

Three main projects were included within the 1989-90 fiscal year:

1. Westcastle Four-Season Resort
2. Steam Locomotive 6060
3. Bow/Canmore Market Demand Study

The Generator Planning Branch works in co-operation with other branches and divisions within Alberta Tourism, as well as with other government departments. Such co-operation helps to identify potential new generators and to facilitate the planning process.

## DESTINATION PLANNING BRANCH

The Destination Planning Branch identifies, evaluates and facilitates development of provincial, regional and site-specific tourism opportunities. The goals of the branch are to increase the number and range of tourism products and destinations in the province. It is also responsible for ensuring tourism destinations are developed through an integrated planning process.

The branch has two principal program areas:

- Regional Planning
- Facility Planning

### Regional Planning Unit

During the 1989-90 fiscal term, the Regional Planning Unit continued to identify and evaluate a number of destination areas and potential tourism generators in key regions throughout Alberta.

Six Destination Resort Plans (DRP) were prepared in 1988-89 and released in early 1989-90. Two additional plans (the Foothills DRP for the area west and south of Calgary and the Lakeland DRP for the Lac La Biche region) undertook an inventory of existing tourism attractions. Potential tourism opportunities and the economic impact of tourism developments within their specific regions were also assessed.

The Regional Planning Unit also initiated a major inter-departmental planning exercise for the Bow/Canmore region. Increased pressure for tourism development on both private and public lands in the Corridor necessitated the development of a decision-making framework for the area. A tourism development framework for the Bow/Canmore area was initiated in conjunction with a number of government departments, as well as the Calgary Regional Planning Commission, local municipalities and the private sector.

The unit continued to be very active in the Integrated Resource Planning program, focusing on sub-regional plans for the Eastern Slopes area and the northeast areas of the province. As well, the unit concentrated on primary Rocky Mountain passageways such as the Bow Corridor, David Thompson Highway and Crowsnest Pass.

The Regional Planning Unit continued to initiate and participate in other studies which contribute to the planning and development of tourism opportunities throughout the province. Area studies included the Red Deer River Scenic Corridor Transportation Route, Marketing Watchable Wildlife Tourism, and Commercial Recreation and Tourism Opportunities in Northern Alberta. In addition, the area undertook project management responsibilities for numerous studies associated with the Canada/Alberta Tourism Agreement. Subject matter included the Trail of the Great Bear, David Thompson Mountain Sculpture Complex, the City of Edmonton Tourism Destination Area Study and other individual projects which required evaluation and assessment.

The Regional Planning Unit continued to provide other government agencies with input pertaining to tourism-related issues. Recommendations were provided for national parks development, wildlife tourism, interpretive centre development, preliminary disclosures, environmental assessments for major resource developments and proposed plans or strategies with tourism implications.

### Facility Planning Unit

The Facility Planning Unit focused its activities in three major areas in 1989-90: the Disposition Referral Process for Commercial Recreation and Tourism Proposals (for Crown land); requests for assistance from private sector and not-for-profit groups in the planning, design, and development of proposed new tourist facilities; and the review of applications submitted under the Canada/Alberta Tourism Agreement.

The unit participated in establishing the Disposition Referral Process (DRP); the interagency maintenance of the process through ongoing membership on the DRP Implementation Task Team; and facilitating individual applications received under the Disposition Referral Process. In this role, the unit assisted applicants in preparing projects through the necessary policy checks and detailed development proposal stages of the process. The unit also took on the advocacy role with other government agencies, municipal authorities, and potential funding sources for tourism projects. The unit handled 30 different proposals under the DRP in 1989-90.

The Facility Planning Unit also responded to private sector and not-for-profit group requests for feasibility planning and design support through the provision of professional advice and cost-sharing of studies for market demand and feasibility, as well as conceptual plan preparation. Such activity included examination of the Beaverhill Lake Waterfowl project near Tofield, a trail system for the Remington Carriage Collection in Cardston and the Fort Saskatchewan Jail Centre.

This unit was also involved in the Pine Ridge Tree Nursery feasibility study, the Wildhorse-Kinky Lakes Resort proposal, the Bow/Canmore Corridor Study and the Westcastle Resort proposal.

# INDUSTRY AND BUSINESS DEVELOPMENT DIVISION

The Industry and Business Development Division was created to encourage profitable tourism growth and investment. Its role is to help strengthen the professionalism, self-reliance and maturity of the Alberta tourism industry.

The division is composed of three branches:

- **Business Development Branch**
- **Canada/Alberta Tourism Agreement**
- **Industry Services Branch**

## BUSINESS DEVELOPMENT BRANCH

The Business Development Branch provides advice and assistance to tourism business ventures to improve the profitability of existing operators and assist new businesses in establishing a viable operation. The branch provides a one-window service which facilitates the development of tourism business projects and reduces red tape. This service is available to the private sector, municipalities, not-for-profit organizations and government agencies.

The Calgary Regional Business Services office provides business counselling services throughout southern Alberta.

From January to March 1990, branch offices in Edmonton and Calgary received a total of 148 inquiries from potential tourism developers, existing tourism businesses and other members of the public. Most of these inquiries were related to tourism business opportunities and associated information.

The branch hosted exhibits at a number of small business fairs and association meetings and also provided information and assistance to interested participants.

## CANADA/ALBERTA TOURISM AGREEMENT

On May 13, 1985, the Government of Canada and the Province of Alberta signed the Canada/Alberta Tourism Agreement. A total of $56.3 million was provided by the two levels of government to stimulate private sector investment in the development and marketing of tourism resources in Alberta. The agreement concluded March 31, 1990.

The primary objective of the agreement was to enhance Alberta's stature as a major year-round international tourist destination. Incentives through the program are expected to improve the quality and competitiveness of Alberta's tourism industry, as well as raise employment levels, income and tourism expenditures.

During the fiscal year, 150 new applications, totalling $23,854,242 were approved under the agreement. Projects included expansion or upgrading of accommodation facilities, new marketing campaigns and tourist attraction developments.

## INDUSTRY SERVICES BRANCH

Industry Services Branch features three primary areas of activity:

- Industry Liaison and Awareness
- Support Programs
- Service Industry Training

### Industry Liaison and Awareness

During the fiscal year, Industry Liaison and Awareness continued to serve as a main link between Alberta Tourism and private industry. Working closely with tourism operators, staff within the unit mediated complaints received from the consumer and travel trade and developed programs to increase awareness of the economic and social contributions of tourism.

### Support Programs

The Industry Services Branch continues to administer the Travel Alberta Zone Assistance Program, which provides financial assistance for offices of the 14 tourism zones of the Tourism Industry Association of Alberta (TIAALTA). As well, the unit administered the Senior Citizens Tourism Employment Grants Program which enables municipalities and community organizations to employ senior citizens for a variety of tourism-related zone projects.

The unit was also responsible for the Travel Alberta Scholarship Program, which provided 30 scholarships of $500 each to students enrolled in post-secondary tourism/hospitality programs in Alberta.

### Service Industry Training

The Service Industry Training unit promoted and held workshops in customer relations and travel information counsellor training. During 1989-90, 159 workshops were presented to a total of 3,353 front-line, hospitality industry employees throughout the province.

# MARKETING DIVISION

During the 1989-90 fiscal term, the Marketing Division continued to pursue activities in support of the Alberta Government's initiative for regional economic diversification. The XV Olympic Winter Games held February 1988 in Calgary allowed the division an unmatched opportunity to promote Alberta to the world.

In partnership with the private sector and in keeping with the primary mandate of Alberta Tourism, the Marketing Division assisted industry in making the most of tourism business opportunities though a full range of services.

The division is divided into seven branches:

- **Marketing Planning Branch**
  **Team Tourism Program**
- **Advertising Branch**
- **Public Relations Branch**
- **Sales and Promotion Branch**
- **Meetings Marketing/International Liaison Branch**
- **Vacation Planning Branch**
- **Opportunity Marketing Branch**

## MARKETING PLANNING BRANCH

In order to help strengthen the tourism marketplace, the Marketing Planning Branch encouraged a co-ordinated effort between Alberta Tourism and the private sector. During 1989-90, a strategic direction for marketing activities was created through analysis of relevant market product information.

- *Market Research and Analysis*

The unit identified, co-ordinated and interpreted market information to assist in the development of effective marketing programs.

- *Planning and Program Development*

Planning and Program Development designed, implemented and evaluated a planning process to co-ordinate the strategic direction for marketing activities.

### Joint Marketing Accords

Joint marketing accords were identified and programs developed to complement the division's strategic direction.

- *The Japan Accord*

Advertising of spring, fall and winter tourism products to Japanese tourism operators was initiated through the co-operation of the Marketing Planning Branch, Tourism Canada and the province of British Columbia.

- *Alberta/Montana Accord*

In a joint effort with the United States, advertising and product development tours were designed to inform the Western Regions of the advantages of a "Two Nation Vacation."

- *Dinoventure '90 - Japanese Consumer/ Trade Promotion*

Twenty tourism partners began planning and developing their consumer and trade promotions for Hitachi Dinoventure '90, a major exhibit taking place in Japan in the summer of 1990.

## TEAM TOURISM PROGRAM

The Team Tourism Program is a joint government/private sector marketing program designed to help industry market tourism destinations on a regional, national and international basis. The program will provide a total of $20 million in matched funds to the private sector, local government and community groups over a five-year period from April 1988 to March 1993.

By the end of 1989-90, approximately $5 million in Team Tourism funding was approved for projects involving both the tourist associations zone and private operators. As well, a "kickstart" program allocated $2.2 million for development of zone marketing plans, a modular video library, zone lure brochures, zone banners, table skirts and a series of radio vignettes. Hardware and software computer packages were designed to facilitate administration of the Team Tourism Program in the zone offices.

Funded by Alberta Lotteries, Team Tourism is administered by the Tourism Industry Association of Alberta (TIAALTA) and Alberta Tourism.

## ADVERTISING BRANCH

The Advertising Branch carried out a number of programs enhancing Alberta Tourism's marketing efforts in key domestic and international markets.

### "Alberta, in all her majesty" Campaigns

Advertising objectives for 1989-90 focused on developing consumer awareness and interest in Alberta as an attractive destination for leisure and business travel. These objectives were part of a long-term strategic direction initiated during the XV Olympic Winter Games in Calgary. Advertising material continued to highlight the "Alberta, in all her majesty" theme throughout the Pacific U.S. and Ontario markets. Specific themes were carried in two campaigns, one aimed at attracting summer/fall vacationers and the other geared toward positioning Alberta as an inviting winter/ski destination. The winter campaign was a co-operative effort involving private sector partners from major Rocky Mountain ski destinations. Direct consumer responses to the summer/fall 1989-90 advertising campaign topped 113,000, a 20 per cent increase over 1988-89.

### Advertising Co-ops

In addition to North American advertising programs, the Advertising Branch co-ordinated Alberta Tourism's participation in three major advertising co-ops: Alberta/Montana, Canada's West Japan and Canada's West United Kingdom. Major partners in these programs included Tourism Canada, Canadian Airlines and Air Canada.

## PUBLIC RELATIONS BRANCH

The Public Relations Branch is responsible for meeting the Marketing Division's communication needs.

The branch is divided into three units geared toward providing collateral support, media relations and events-marketing services. It focuses on designing and executing a range of public relations activities aimed at the various audiences of the Marketing Division.

### Literature and Collateral Support

The branch's ongoing literature program included production of the Alberta Summer and Winter Vacation Planners, Alberta Adventure Guide, Alberta Group Tour Manual, Alberta Touring Guide, Alberta road map, Alberta events calendars and additional marketing tools such as trade shells, posters, kit covers, stationery, displays and films.

■ *Photo/Film Library*

The Public Relations Branch is responsible for the operation of the Alberta Tourism Photo/Film Library which maintains a large photographic collection of professional images and audio-visual material for use by the media, tourism-related industries and other government departments.

### Media Relations

Increasing the recognition of Alberta as a tourism destination in primary and growth markets is achieved through a pro-active media relations program. During 1989-90, an increase in the number of editorial/broadcast placements for Alberta was achieved largely through the following program components: press trips, familiarization tours, media mailings, press releases, editorial targeting, media information requests and media marketplace representation. This was also achieved through co-ordinated interviews between the private and public sector and the media.

### Events Marketing

Marketing Alberta as a four-season tourism destination is achieved through innovative high-scale events and promotions that establish the image and awareness of the province in the world marketplace. Events Marketing staff co-ordinate major events involving the private sector and various levels of government and attract attention through international media exposure. The program works with the Media Relations unit to effectively communicate Alberta's product and potential.

## SALES AND PROMOTION BRANCH

The Sales and Promotion Branch contributes to tourism revenues within Alberta through the development and implementation of travel/trade and consumer targeted sales and promotion activities.

Three units of Sales and Promotion operations undertook the following tourism promotions in the Canadian, American and International market sectors. These promotions included:

| | | |
|---|---|---|
| **CANADA** | | |
| Toronto Sportsman Show | March | 1990 |
| Eastern Canada Product Destination Visits | | |
| Warren Miller Ski Movie Promotion (various centres) | | |
| Toronto Ski Show | October | 1989 |
| **UNITED STATES** | | |
| National Tour Association, Salt Lake City | October | 1989 |
| Chicago Metro Ski Council, Chicago | June | 1989 |
| Delta Airlines Ski "Picnics" (various United States centres) | September | 1989 |
| American Bus Association, Orlando | December | 1989 |
| Los Angeles Ski Show, Los Angeles | December | 1989 |
| Canada on Wheels, San Francisco | February | 1990 |
| Pacific Northwest Product Launch (various centres) | March | 1990 |
| National Tour Association Training Seminars Edmonton | February | 1990 |
| **INTERNATIONAL** | | |
| Canada's West Travel Agent Newsletter, (Japan quarterly) | | |
| Rendez-Vous Canada, Vancouver | May | 1989 |
| Sales Mission, Tokyo | Aug/Sept | 1989 |
| World Travel Mart, United Kingdom | November | 1989 |
| Coroboree, Australia | January | 1990 |
| European Reverse Marketplace, Edmonton | January | 1990 |
| Canada Calling, New Zealand | January | 1990 |

## MEETINGS MARKETING/ INTERNATIONAL LIAISON BRANCH

Meetings Marketing/International Liaison Branch co-ordinates the delivery of Alberta Tourism's integrated marketing plan to Alberta field offices, other provincial and federal departments, the private sector and potential tourism clientele.

Working in partnership with the Alberta meetings industry, the branch heightened awareness of Alberta to attract conferences, congresses, meetings and conventions to the province's tourism venues and convention facilities. In addition, the branch continued to help develop programs and influence pre- and post-convention travel.

### International Liaison

Alberta Tourism has foreign offices located in London, Tokyo and Los Angeles and contract offices in New York, Chicago, Washington and Geneva.

This unit co-ordinated liaison between Alberta Tourism, its foreign offices and other government departments to increase provincial tourism revenue.

### International Office Activities

The Alberta Tourism Los Angeles office continued to service its key markets of California, Arizona and Nevada.

A highlight of the fiscal year was the continuation of the Alberta Seniors Host Program featuring Alberta senior citizens marketing the province's tourism assets to United States retirement communities.

The Los Angeles office also participated in major mall promotions and travel shows. A portable display of Mount Allan helped promote Alberta's winter products and a dinosaur display promoted the province as a year-round destination.

The London office continued to supply the United Kingdom and European market with a variety of services to the consumer, media and trade partners. It also co-ordinated assorted marketing activities, including the World Travel Market, Atelier Canada-Paris, Tour-Amsterdam and Canada's West Marketplace.

The Tokyo office strengthened Alberta's tourism market position by building on Japan's positive awareness of Alberta as a friendly and hospitable world-class destination.

Department offices in Washington, New York, Chicago and Geneva continued to position Alberta as a prime location for meetings and conventions.

In August of 1989, the Government of Alberta hosted a major function in the Canadian Embassy in Washington, D.C. This Alberta Government initiative was the first provincial function officially hosted at the newly opened embassy. The major focus was meetings and convention marketing, with exposure to the department of Federal and Intergovernmental Affairs (FIGA) and its New York office, the Alberta Culinary Arts Foundation and the Alberta Food Processors Association.

### Meetings Marketing Strategies

During 1989-90, Meetings Marketing continued to build upon the unique Alberta Meetings Marketing Team (A.M.M.T.) strategy, designed to achieve the highest possible level of awareness in new and existing markets. Members include representatives from Alberta Tourism, Edmonton Convention and Tourism Authority, Calgary Tourist and Convention Bureau, Edmonton Convention Centre and Calgary Convention Centre.

A computerized client identification and distribution program is an integral thrust of this marketing strategy. Currently, 3,300 profiles of potential meetings clients are contained in the data bank. Updating and distributing this information provides accurate sources of lead information to the A.M.M.T. partners and Alberta's meetings industry members.

### Site Visitation Program

Numerous site visits and inspections were held in co-operation with the province's meeting industry to showcase Alberta as a potential meeting and convention destination. In total, 102 association executives, corporate meeting planners and incentive buyers from key target markets in Canada, the United States and overseas participated in visitations which led to a high percentage of bookings.

## VACATION PLANNING BRANCH

The Vacation Planning Branch operates Travel Information Centres at major entry points to the province, a toll-free travel product information service accessible across continental North America and a travel literature distribution program for key tourism outlets in all major markets.

### Vacation Counselling

Pre-trip planning services are provided through a network of 25 toll-free telephone lines serving Edmonton, Alberta, Canada and the United States.

During the fiscal year, vacation counselling staff served 8,500 walk-in visitors in Edmonton and handled 163,200 telephone requests for personal vacation counselling. In addition, the unit received 44,000 written requests for information and mailed out 145,000 pieces of travel literature.

### Travel Information Centres

A network of 11 Travel Information Centres located on Alberta's border points and at specific highway points continue to provide on-site vacation planning services. During 1989-90, the centres, staffed by four permanent and 44 seasonal employees, handled approximately 490,650 visitors during the fiscal year. This represents an increase of approximately 20 per cent over the previous year.

## OPPORTUNITY MARKETING BRANCH

The Opportunity Marketing Branch identifies, co-ordinates and manages, with other department areas, special marketing activities which will significantly increase awareness of the Alberta destination.

During the fiscal year, the branch participated in two major conferences: the 1990 Edmonton/Vancouver Pacific Asia Travel Association Travel Mart and Conference and Rendez-Vous Canada '90 in Ottawa. At both events, all aspects of program planning were covered, including the development and implementation of conference attendance. In addition, the branch was involved in the program planning of the Alliance of Canadian Travel Associations (ACTA) Conference and the International Travelmart 1990.

## COMMUNITY TOURISM ACTION PROGRAM

The Community Tourism Action Program, which is administered by the Tourism Industry Association of Alberta (TIAALTA), provides funding for tourism-related capital development projects. The program provides $30 million through the Alberta Lottery revenue fund to assist Alberta Communities in developing their own unique tourist attractions. The program expires March 31, 1993.

Funding is available to organizations and individuals in the private sector, not-for-profit groups and municipalities. Applicants may receive grants of up to 75 per cent of the eligible capital costs of a project. The applicant is required to provide cash equity for a minimum of 25 per cent of the project cost. To become eligible for funding, a project must be identified in a municipally endorsed and registered Community Tourism Action Plan.

The program relies on individual communities to select projects for funding. Program staff review applications to ensure each project complies with all program criteria, is a capital development project, has significant tourism potential and consists of viable ongoing operations. Program staff assist communities and potential applicants in determining the eligibility of specified projects, completing applications, selecting various alternatives and in establishing a community selection and review process for applications.

As of March 31, 1990, the Community Tourism Action Program provided $4.3 million in grants to 166 projects with project values in excess of $19 million.

## OFFICE OF THE COMMISSIONER GENERAL FOR TRADE AND TOURISM

The Commissioner General's Office supports the Minister of Tourism by promoting the Province as a tourist destination in Germany, Austria, Switzerland, Italy, South America, Australia and New Zealand.

During the fiscal year, the office again successfully expanded its contact network of wholesalers and other tourism-related offices from 218 to 284. Monthly contacts with more than 500 journalists resulted in over 600 Alberta stories and photographic representation. The estimated readership was in excess of 50 million.

In co-operation with Air Canada and Canadian Airlines International, familiarization tours of Alberta were organized for a total of 134 European wholesalers and travel agents (77 within the fiscal year). In addition, there were 75 journalists (16 during the 1989-90 fiscal year).

During the 1989-90 fiscal year, it was noted that the highest percentage of motorhome bookings for our Alberta companies came from the German-speaking countries of Europe, with an average of 21 rental days per booking.

The office also supported the German publication "Coffee Table Book". This first ever German publication was introduced during the International Frankfurt Book Fair.

European television and travel film crews were introduced to the winter tourist adventures available in Alberta. This has already resulted in increased winter bookings.

The Office continued to support Alberta Tourism operators participating in European workshops and exhibitions, resulting in a definite business increase from the German-speaking countries of Europe.

## ALBERTA TOURISM EDUCATION COUNCIL

The Alberta Tourism Education Council (ATEC), established in April 1987, focuses on three key priorities:

- Developing standards and certification for Alberta's tourism/hospitality industry
- Enhancing professionalism and industry image
- Stimulation of development and improvement of education and training programs

During the fiscal year, standards were developed for the occupations of bartender, wine steward, host/hostess, maitre d', sales representative, sales and marketing manager, guest service attendant and front desk agent. Certification for food/beverage server is scheduled to be introduced by June 1990.

The council provided assistance to the Tourism Industry Association of Alberta (TIAALTA) in developing a province-wide tourism career awareness program. Scheduled to be implemented by early 1991, this program will provide students at the secondary school level with information on a wide range of career opportunities available in the tourism/hospitality industry.

Working with the Tourism Industry Standards and Certification Committee, the council established important links with other provincial and territorial, public and private sector agencies involved in tourism education and training. These working relationships enabled ATEC to take a leadership role in defining a process through which the development of tourism occupational standards and certification could be approached in a co-ordinated manner at the national level.

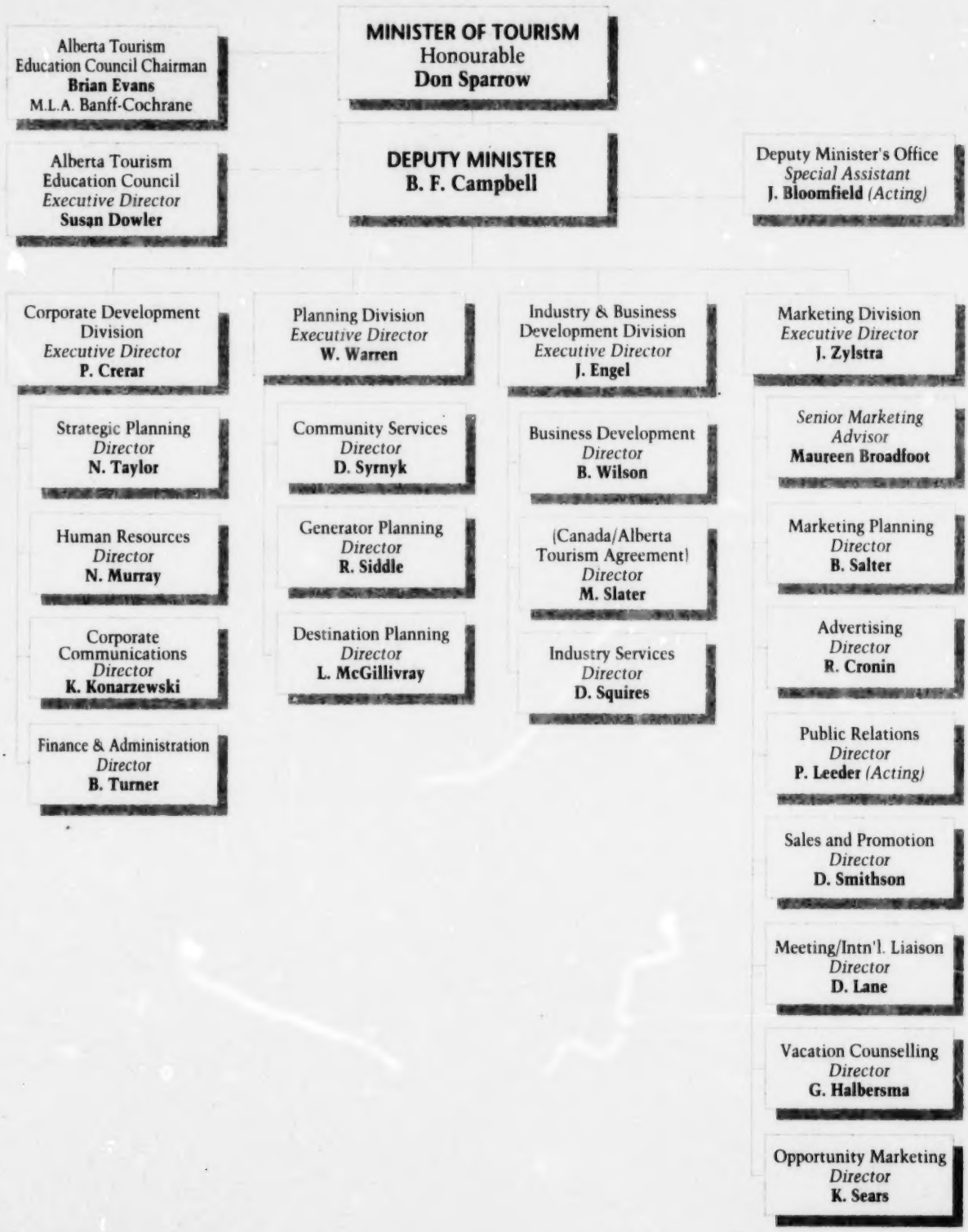
The council's Program Review Committee worked closely with officials of the Canada/Alberta Tourism Agreement to review proposals submitted to Program Four-Training and Professional Development for funding consideration. Through Program Four, $3 million was made available to stimulate the design and development of tourism education and training initiatives. By the submission deadline of December 31, 1989, more than 100 applications with a total value of over $6 million were forwarded for funding consideration.

In March 1990, Mr. Brian Evans, MLA for Banff-Cochrane, was appointed as Council Chairman, replacing Mr. Stockwell Day, MLA for Red Deer North. Mr. Day had served as Council Chairman since ATEC's inception in 1987.

ATEC continued to enhance and expand the audio/visual training materials made available through the Hospitality Resource Centre and published the "Resource Directory of Training and Education for Alberta's Tourism/Hospitality Industry," as well as a quarterly newsletter. These publications enabled the council to effectively promote tourism career opportunities and related education and training to a broad range of individuals and organizations.

# APPENDIX

# Department of Alberta Tourism
# 1989-1990 Organization Chart



# 1989-1990
# Alberta Tourism Statement of Expenditures

for the year ending March 31, 1990

| 1989-1990 | Estimate | Approved Transfers and Special Warrants | Total Authorized Funds | Expenditure Actual 1989-90 | Expenditure Actual 1988-89 |
|---|---|---|---|---|---|
| **Vote 1** | | | | | |
| **Departmental Support Services** | $ 5,474,755 | – | $ 5,474,755 | $ 5,078,448 | $ 4,505,394 |
| **Vote 2** | | | | | |
| **Tourism Planning, Development & Marketing** | | | | | |
| Planning | $ 1,987,660 | $ (25,000) | $ 1,962,660 | $ 1,777,339 | $ 1,302,915 |
| Industry & Business Development | 4,317,390 | 10,750 | 4,328,140 | 3,066,052 | 4,556,898 |
| Marketing | 13,568,740 | 14,250 | 13,582,990 | 12,914,527 | 15,353,188 |
| Canada/Alberta Tourism Agreement | 5,380,480 | 1,200,000 | 6,580,480 | 6,473,246 | 6,654,367 |
| **TOTAL VOTE 2** | **$25,254,270** | **$1,200,000** | **$26,454,270** | **$24,231,164** | **$27,867,368** |
| **Vote 3** | | | | | |
| **Tourism Education & Training** | $ 1,473,370 | – | $ 1,473,370 | $ 1,425,835 | $ 356,109 |
| **DEPARTMENT TOTAL** | **$32,202,395** | **$1,200,000** | **$33,402,395** | **$30,735,447** | **$32,728,871** |

UNAUDITED

**1989-1990 Alberta Tourism Statement of Expenditures** *continued from page 31*

| 1989-1990 | Estimate | Approved Transfers and Special Warrants | Total Authorized Funds | Expenditure Actual 1989-90 | Expenditure Actual 1988-89 |
|---|---|---|---|---|---|
| **Vote 1** | | | | | |
| **Departmental Support Services** | | | | | |
| Minister's Office | $ 283,785 | $ 7,000 | $ 290,785 | $ 275,210 | $ 238,844 |
| Deputy Minister's Office | 271,510 | – | 271,510 | 311,904 | 306,891 |
| Corporate Development | 2,288,940 | (7,000) | 2,281,940 | 1,890,937 | 1,563,430 |
| Finance & Administration | 2,630,520 | – | 2,630,520 | 2,600,397 | 2,396,229 |
| **TOTAL VOTE 1** | **$ 5,474,755** | **–** | **$ 5,474,755** | **$ 5,078,448** | **$ 4,505,394** |
| **Vote 2** | | | | | |
| **Tourism Planning, Development & Marketing** | | | | | |
| Planning | | | | | |
| Executive Director's Office | $ 245,680 | – | $ 245,680 | $ 223,653 | $ 177,422 |
| Destination Planning | 885,510 | (20,000) | 865,510 | 657,112 | 717,194 |
| Community Services | 477,170 | 20,000 | 497,170 | 632,034 | 408,299 |
| Generator Planning | 379,300 | (25,000) | 354,300 | 264,540 | – |
| **TOTAL** | **$ 1,987,660** | **$ (25,000)** | **$ 1,962,660** | **$ 1,777,339** | **$ 1,302,915** |
| Industry & Business Development | | | | | |
| Executive Director's Office | $ 240,990 | – | $ 240,990 | $ 130,433 | $ 92,522 |
| Business Growth & Investment | 1,214,630 | (11,250) | 1,203,380 | 894,226 | 2,763,683 |
| Community Tourism Action Program – Admin. | 445,390 | – | 445,390 | 207,208 | 245,123 |
| Regional Generator Development | 605,400 | 25,000 | 630,400 | 336,268 | – |
| Industry Organization & Development | 898,000 | – | 898,000 | 886,436 | 961,697 |
| Industry Services Delivery | 912,980 | (3,000) | 909,980 | 611,481 | 493,873 |
| **TOTAL** | **$ 4,317,390** | **$ 10,750** | **$ 4,328,140** | **$ 3,066,052** | **$ 4,556,898** |
| **Marketing** | | | | | |
| Executive Director's Office | $ 766,520 | $ 3,000 | $ 769,520 | $ 855,188 | $ 680,597 |
| Marketing Planning | 768,870 | 231,400 | 1,000,270 | 837,078 | 545,008 |
| Team Tourism Administration | 487,040 | – | 487,040 | 423,463 | 126,927 |
| Meeting/International Liaison | 1,493,700 | (40,000) | 1,453,700 | 1,337,327 | 2,230,986 |
| Sales and Promotion | 2,026,150 | – | 2,026,150 | 1,926,878 | 4,191,358 |
| Vacation Planning | 1,253,530 | – | 1,253,530 | 1,172,448 | 1,164,224 |
| Advertising | 4,590,390 | (555,000) | 4,035,390 | 3,908,515 | 5,476,422 |
| Public Relations | 2,032,540 | 310,000 | 2,342,540 | 2,238,780 | 712,666 |
| Commissioner General for Trade & Tourism | 150,000 | 64,850 | 214,850 | 214,850 | 225,000 |
| **TOTAL** | **$13,568,740** | **$ 14,250** | **$13,582,990** | **$12,914,527** | **$15,353,188** |
| **Canada/Alberta Tourism Agreement** | | | | | |
| Administrative Support | $ 736,100 | $ (63,000) | $ 673,100 | $ 443,182 | $ 418,528 |
| Facility & Product Development | 2,515,450 | 374,095 | 2,889,545 | 3,288,882 | 2,164,373 |
| Alpine Ski Facility Development | 325,000 | 7,975 | 332,975 | 193,994 | 1,072,203 |
| Market Development | 1,353,930 | 388,730 | 1,742,660 | 1,336,256 | 2,367,482 |
| Training & Professional Development | 180,000 | (70,035) | 109,965 | 147,155 | – |
| Industry & Community Support | 100,000 | 327,510 | 427,510 | 348,877 | 177,048 |
| Analysis & Evaluation | 170,000 | 234,725 | 404,725 | 714,900 | 454,733 |
| **TOTAL** | **$ 5,380,480** | **$1,200,000** | **$ 6,580,480** | **$ 6,473,246** | **$ 6,654,367** |
| **TOTAL VOTE 2** | **$25,254,270** | **$1,200,000** | **$26,454,270** | **$24,231,164** | **$27,867,368** |
| **Vote 3** | | | | | |
| **Tourism Education & Training** | | | | | |
| Tourism Education Council Operations | $ 300,000 | – | $ 300,000 | $ 304,915 | $ 356,109 |
| Standards Development | 293,000 | – | 293,000 | 328,422 | – |
| Attitude & Awareness Training | 685,370 | – | 685,370 | 644,388 | – |
| Employee Certification | 195,000 | – | 195,000 | 148,110 | – |
| **TOTAL VOTE 3** | **$ 1,473,370** | **–** | **$ 1,473,370** | **$ 1,425,835** | **$ 356,109** |
| **DEPARTMENT TOTAL** | **$32,202,395** | **$1,200,000** | **$33,402,395** | **$30,735,447** | **$32,728,871** |

UNAUDITED